

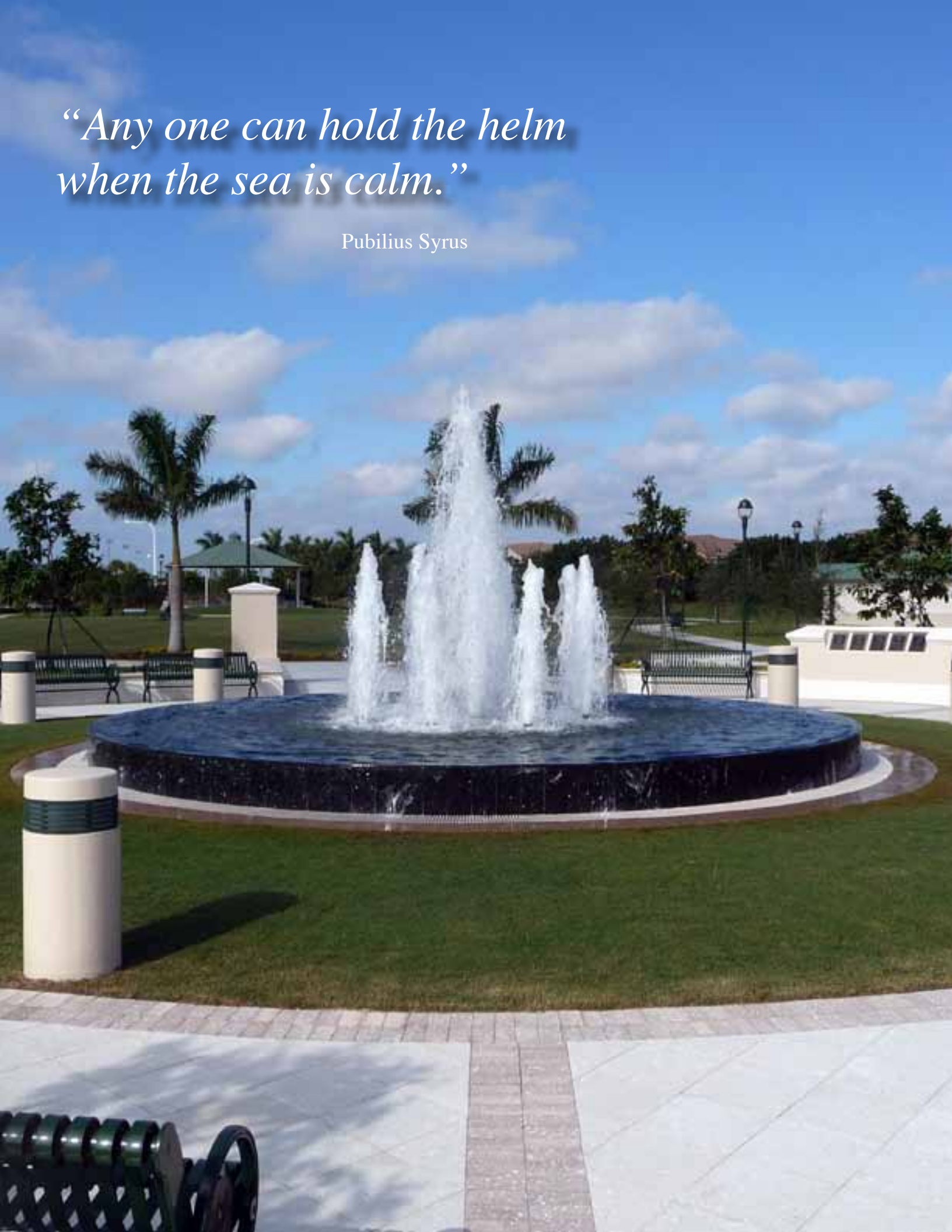


—————THE—————  
CITY OF WESTON

2009 Performance Report

“Any one can hold the helm  
when the sea is calm.”

Pubilius Syrus



## Weston Always On...

*While most other governmental entities are struggling through the current recession, Weston’s style of management has enabled the City to not only survive these times, but to thrive in them.*



Welcome to our e-Performance Report. The pages that follow chronicle the activities of our municipal corporation for the fiscal year beginning October 1, 2008 and ending September 30, 2009. You’ll learn about the activities of each of our

departments, view their statistical data, and see how each of them contributes to the Weston lifestyle. At the end of the report is the financial data that shows that Weston’s finances are healthy, sound and poised to support the City’s operating and physical infrastructures well into the future.

While most other governmental entities are struggling through the current recession, Weston’s style of management has enabled the City to not only survive these times, but to thrive in them. Our contract style of management requires only 9 City employees, who by the way have a defined contribution pension plan thereby eliminating the huge pension expenses experienced by other governments. Our conservative fiscal management has enabled us to

accrue the resources to maintain our AAA credit ratings (we’re one of only four cities in Florida to do so), to respond to and recover from a major storm event, and to stabilize the tax rate for the future. Our 2018 Strategic Value and Business Plans enable us to identify our revenue and infrastructure needs well into the future so that we not only maintain the Weston lifestyle, but we enhance it.

Most cities like to boast that they are a great place to live, work and play. Just look around, in Weston it’s really true! If there is anything you think we can do to make the Weston lifestyle even better, we want to hear from you; and if we haven’t met your expectations we want to hear from you as well. We’re always just an email or phone call away.

Thanks for reading our e-Performance Report.

With best regards,

John R. Flint  
City Manager/CEO





*Weston has a synergy like no other community. Residents are proud to call Weston their home...*

## Weston Always On...

*In a year of unprecedented challenges, Weston's unwavering dedication to its residents and business community has spurred innovation in service delivery.*

### Facts and Figures At A Glance

Financial discipline and long range planning has placed Weston in a stable and enviable position in a year of never-before seen declines in nationwide property values.

With the majority of cities in our county drowning in long-term pension liabilities, funded by their taxpayers, Weston has zero pension liability. Our city does however, face many of the same difficulties that other cities are facing: a decrease in ad valorem revenues due to the decrease in property values (and foreclosures), and expenses that have remained steady or increased due to contractual obligations.

During Fiscal Year 2009, Weston maintained services to residents and maintained and even enhanced its infrastructure, to ensure that Weston properties would be the choice destination as the economy rebounds, and statistics are bearing this out. Foreclosures have been scooped up at an unprecedented rate, and median housing prices are slowly rising, all due to the fact that Weston is the premier community in which to live in Broward County.

#### **Why Weston?**

Weston has the distinction of having:

- The lowest combined property taxes, municipal taxes and fees in the county.
- The lowest millage rate in the county.
- The lowest ration of employees per 1000 population in the county.
- A-rated public schools and excellent private schools.
- Outstanding public safety and the lowest crime rate per capita in the county.
- Fourteen meticulously maintained park and recreational facilities which play host to cultural and community events and tens of thousands of registrants in organized sports leagues.
- A City Community Center that offers a variety of year-round enrichment classes and programming for all ages and interests, and a family YMCA within the City's regional park.
- Visually distinctive, Weston's landscaping and community maintenance is without dispute one of the City's greatest assets: rows of prestigious Royal Palms and city entry signs surrounded by lush foliage which also lines the berms, medians and rights-of-ways throughout the city.



*“The only limits to our realization  
of tomorrow will be our doubts  
of today. Let us move forward.”*

Franklin D. Roosevelt







*“Communicate, communicate, and  
then communicate some more.”*

Bob Nelson

## Weston Always On...

*Weston Always On, the City's new branding for our media network is also fitting for the theme of this years performance report.*

The City's new branding for our media network, is also fitting for the theme of this year's Performance Report, as *Weston Always On* transcends from our 24/7 communications access with residents and businesses to our 24/7 service delivery and response from every major department in the city. Police, Fire, Public Works, and Communications are available anytime, everyday; and every department and service provider is included in any major emergency or disaster situation.

Our commitment to ensuring residents needs are met, and met with superior customer service, has helped to drive our competitive advantage over other south Florida communities.


This year we invested in expanding our wireless capabilities. This included the installation of free WiFi at Library Park and the completion of a fiber optic ring,

electronically connecting all major city owned buildings. The use of technology and software has also enhanced residents' lives making it easier and more convenient to register for Weston Community Center programs – all now accessible and payable online.

Value is about more than just project bottom line cost. It's about delivering on our promise of a greater quality of life. We achieve this and more, with residents paying the least in overall taxes anywhere in Broward County.

Money Magazine recognized the City of Weston as “One of America's Best Small Cities” – the top 25 small cities in America. This did not come to fruition by accident. City leaders and administration have fostered a management team of high performing individuals who seek out new ideas that drive performance and fuel innovation.



An aerial photograph of a resort complex. In the center, there is a large red tennis court with two courts. To its right is a blue-roofed pavilion. Further right is a small white building with a brown roof. The complex is surrounded by lush green grass, palm trees, and other tropical vegetation. A winding road or path runs through the lower part of the image. In the background, a large body of water, possibly a lake or bay, is visible, with a small island in the distance. The overall scene is bright and sunny, suggesting a tropical location.

*“Nature uses human imagination  
to lift her work of creation to  
even higher levels.”*

Luigi Pirandello





*Weston has an ideal balance  
of Lifestyle and Opportunity*

## Weston Always On...

*Yes, we live in difficult times. But those times define who we are... Individually and as a community. Adversity has throughout history led to new ways of thinking and invention.*

### Living

A high per capita income, low taxes and a range of home prices and styles to fit all lifestyles. The city has over 51 miles of bike lanes, extensive waterways flowing throughout the community, lush multi-layered landscaping and an extensive parks system.

Weston's boutique shops, local markets and an array of culinary restaurants with diverse ethnicities, enrich the hometown experience. Weston's strong community base of volunteers, committed to civic initiatives, have made youth sports and performing arts programs possible the year round. A rich multi-cultural population adds distinction and character to our community.

### Working

There are few places in the county better suited for business than Weston. Having weathered the economic downturn better than most, Weston is poised to

capitalize on business investment. Advantaged with an A-rated public school system, access to major highways connecting the tri-county area, seaports and airports, low crime, world class healthcare facilities, and an educated work pool of talent, Weston is ideal for business location.

### Services

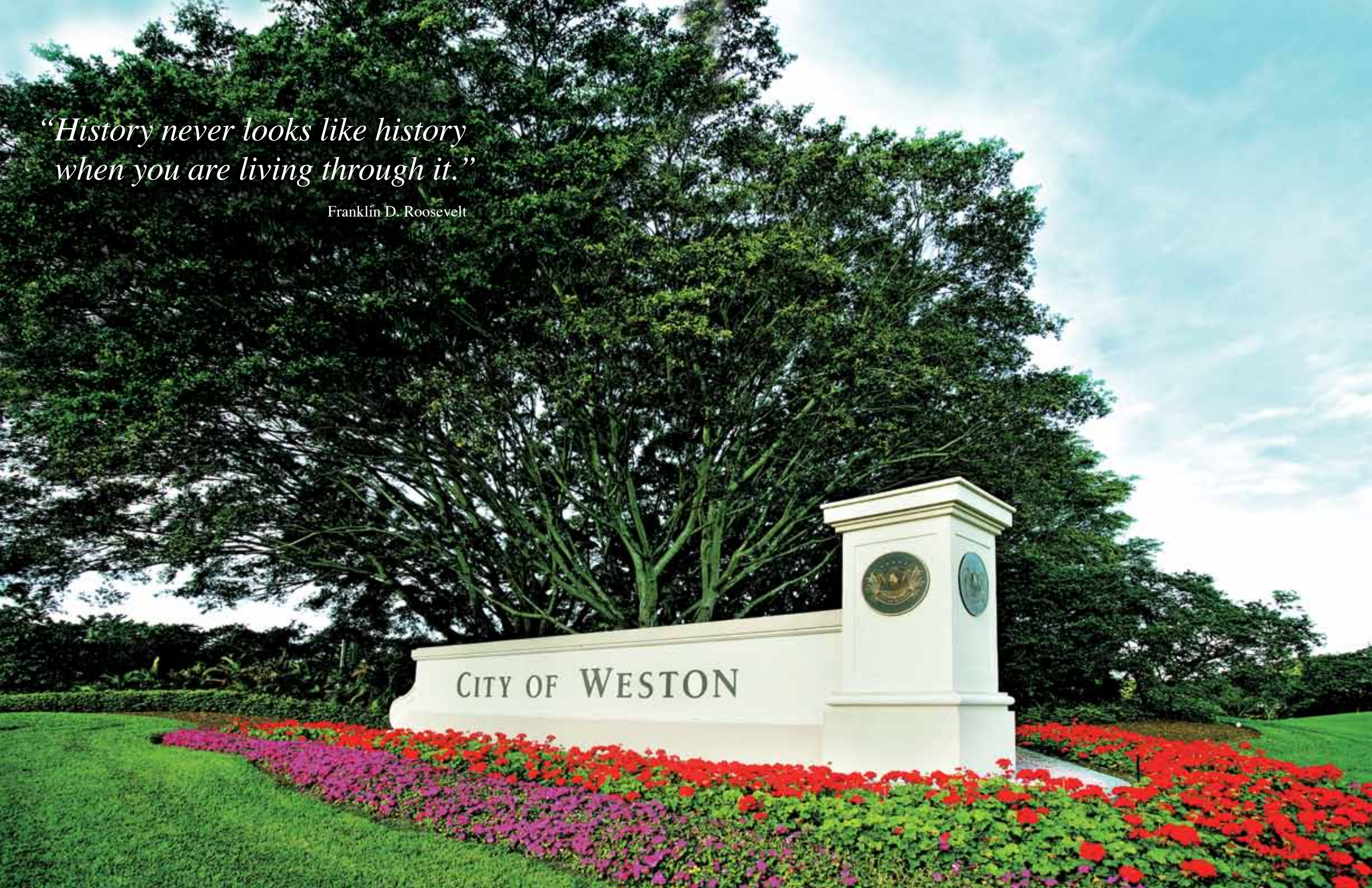
Weston's civic leadership provides residents with exceptional value for their tax dollars. The City's management style of contracting for services has become a model for communities around the country as Weston continues to be a fore leader in innovative management, responsive to the needs and desires of the community.

The performance of our major departments over the past year is chronicled on the following pages.



*“History never looks like history  
when you are living through it.”*

Franklin D. Roosevelt







*“A total commitment is paramount to reaching the ultimate in performance”*

Tom Flores

## Weston Always On... Fire/EMS

*During 2009, 119 certified personnel in 3 city fire stations responded to 11,345 calls for help. Over the fiscal year, 6,239 responses were for medical emergencies and 5,106 responses were made to fire and other calls, such as auto accidents.*

### Advanced Lifesaving Equipment & Procedures

- In 2009, the City took delivery of four new fire engines, five new EMS trucks and one new tower ladder, with city staff providing a distinctive exterior graphic design. The purchase saved the city \$1.2 million dollars versus having the trucks provided for in our contract with the Sheriff.
- A \$21,000 grant was awarded for a GPS system in the fire trucks to work with traffic signal preemption devices.
- Auto Pulse cardiac resuscitation devices are now on each truck.
- EMS utilizes the “ICE” hypothermia resuscitation protocol which has been clinically proven to dramatically increase the neurological survivability of cardiac arrest victims.

### Perpetual Training

In 2009, Weston achieved a Public Protection Classification number of 2, placing Weston in the top 1.1% nationwide. The rating is determined by Insurance

Services Organization (ISO) an independent company which collects and evaluates detailed information on a city's fire suppression capabilities. The rating is used in part to determine hazard insurance premiums for both residential and non-residential properties.

BSO Fire Rescue personnel are a part of continuous organizational improvement processes which include mandatory training and certifications, mass incident training scenarios, search and rescue, technical rescues and entrapped patient extrication, and the most advanced medical protocols.





*Weston Fire Rescue has the most advanced equipment to respond to emergencies.*





*Let no man's ghost return to say  
his training let him down.*

Firefighters Saying

## Weston Always On... Fire/EMS

*There are a total of 25 residents on the Community Emergency Response Team (CERT), each graduated through the Weston CERT program which trains members in basic disaster, life safety and response skills.*

### Quietly Serving

There are a total of 25 residents on the Community Emergency Response Team (CERT). Each graduated through the Weston CERT program which trains members in basic disaster, life safety and response skills. Fire Rescue also conducted an annual school-wide fire safety awareness contest, toured over 1,800 students through fire stations or demonstrations, and held over 60 classroom training events such as drowning prevention, fire prevention, poison prevention, and hurricane preparedness. Certified fire personnel installed over 400 child safety seats and issued 92 CPR Certifications, quietly and effectively making our community one of the safest in south Florida.

### Fire Marshal

The Fire Marshal's Office achieved a 100% inspection rate and 100% compliance of annual fire and life safety inspections in 2009 of all commercial occupancies and multi-family dwellings, totally 2,304 locations. This is an exceptional feat. They also performed 395 new construction and life safety system inspections and 301 site plan reviews.

The Fire Marshal's Office is additionally responsible for all fire and arson investigations, Certificate of Use and Business Tax Receipt inspections, child care center inspections and conducts AED compliance inspections and training classes, along with other public education events. The office is also responsible for permitting and inspection of special events to ensure the safety of all attendees.



## Weston Always On... BSO

*The City of Weston is served by 78 sworn Broward Sheriff's deputies supported by a civilian staff of 25.*

### Law Enforcement

The City of Weston is served by 78 sworn Broward Sheriff deputies supported by a civilian staff of 25. BSO maintains a high visibility within our community through the use of road patrol, bicycle deputies and the CST Team, and employs proactive strategies and the use of community education programs to prevent crimes whenever possible. This has resulted in Weston having the lowest crime rate per 1,000 population of any city in the county.

### Data

The Broward Sheriff's Office Weston District responded to 22,400 calls for service in 2009, with minimal instances of serious crime. The largest percentage of crimes in the city would be considered "crimes of opportunity", such as the theft of items from unlocked vehicles, open garages or burglaries. Weston is an extremely safe community in which to live, but with that safety and security residents

must still partake in basic crime prevention actions. Locking vehicles at all times, not providing access via open garage doors, and keeping doors to the home locked, are clear-cut and almost effortless steps that prevent such crimes of opportunity.

### Proactive

In 2009, law enforcement administration procured a \$44,000 grant for the staffing and equipment for a crime prevention initiative dealing with residential burglaries and also to outfit and run an educational component, the Weston University Police Services Academy, for residents ages 12-16. This summer youth program provides kids an opportunity to explore law enforcement services on an in-depth basis, with hands-on activities and exposing them to a variety of career paths, education and safety training.

*"At the end of the day, all goals are simple: Safety and security."*

Jodi Rell







*“Never neglect the little things. Never skimp on that extra effort, that additional few minutes, that soft word of praise or thanks, that delivery of the very best that you can do.”*

Og Mandino





*Early safety education and prevention is a key focus in Weston's community health*

## Weston Always On... BSO

*Security and safety surveys are available by certified BSO personnel to help keep your family safe and ensure your home or business is as secure as possible.*

A Comprehensive Training Exercise which included hundreds of local law enforcement, SWAT, school board, Fire/EMS and communications personnel was held at Cypress Bay High School in Weston, testing each agency's policies, procedures and personnel responses to a crisis situation.

Security and safety surveys are available by certified BSO personnel to help keep your family safe and ensure your home or business is as secure as possible. Home and business security surveys and pool safety inspections are available to any resident or business. We also take a proactive approach to traffic and crime issues by routinely analyzing traffic accident crash and crime data and develop operational initiatives to proactively address any developing issues or problem areas that are revealed.

### Involvement

BSO Weston DistrictVIII maintains an actively involved Crime Prevention Office whose activities included the installation of 312 child safety seats, 97 vehicle identification number etchings and fingerprinting and over 100 community presentations or classes to groups, organizations or HOAs on a range of topics including self defense for realtors and women, drug and alcohol prevention, and bike rodeos.

The Weston Citizens on Patrol volunteer program and Seniors & Law Enforcement Together group are both supervised by the Weston Crime Prevention deputy and provide enhanced services and additional eyes and ears within the community, all focused on keeping Weston safe.



*“Strive not to be a success, but  
rather to be of value.”*

Albert Einstein



## Weston Always On... Parks and Recreation

*Weston Parks and Recreation has provided a diverse array of offerings to residents with the understanding that now more than ever, families and individuals are discovering the value in their parks services.*

Weston Parks and Recreation was busier than ever in 2009. With the downturn in the economy and household budgets being squeezed tight, residents across the country are turning to their local parks departments for sources of entertainment and recreation in record numbers, and Weston was no exception.

Weston Parks and Recreation has provided a diverse array of offerings to residents with the understanding that now more than ever, families and individuals are discovering the value in their parks services. The 2009 Performing Arts Series entitled Picture Perfect Performances had surging attendance. Our free monthly movies in the park which provided full length feature films at the Weston Regional Park event stage had attendance numbers near 800 for many monthly films. The Symphony Series of world class concerts boasted its highest attendance numbers as well. While these are ticketed events, the concert pricing

is well below average for such prestigious orchestras, is presented in Weston at the Cypress Bay Theater, and has free and plentiful parking to boot. A yearly favorite for all ages, the Annual Free Concert in the Park, a collaboration between the City and the Rotary Club of Weston, had a turnout of thousands for an exciting concert event under a beautiful Weston star filled night.


The Arts Council of Greater Weston, to be credited for many additional art and cultural offerings, saw sold out showings of their Foreign Film Festival monthly movies and large crowds at annual events such as the Art & Showtime Festival. The Weston Community Center offered 53 educational and recreational classes for all ages, rented out Community Center rooms for 77 functions and 333 shelter rentals at the two parks which take shelter reservations.



*The Weston Regional Park – a signature  
Weston location for recreation and  
community events.*







*“We do not stop playing  
because we grow old.  
We grow old because  
we stop playing.”*

Anon

## Weston Always On... Parks and Recreation

*Parks and recreation is much more than fun and games.*

Also this year, the parks department employed the assistance of Information Technology to develop an online system for Community Center class registration and shelter rental tracking and payment processing, providing ease of use for residents and increased internal efficiency.

As students in the City’s Weston University program are taught: Parks and Recreation is much more than fun and games...

### **Major projects we completed this year:**

- Gator Run Park, Vista Park and Eagle Point Park each received playground resurfacing utilizing a new, poured in place rubberized surfacing that provides a safe, consistent surface that minimizes injuries from falls and provides greater accessibility meeting ADA requirements.

- At the Weston Regional Park, the skate park received new, upgraded ramps and equipment.
- Stadium renovations at Tequesta Trace Park were completed, and new drainage was installed under the football playing surface for this heavily utilized field to rapidly remove water from the playing surface. Also completed within this project was the construction of a new storage facility for sports leagues and the most visible of the upgrades: new entrance gates and signage that greet park visitors.
- A standby power system was installed at the Weston Community Center, which will enable the facility to continue full operations in the event of a typical power outage, and to serve as a staging center for staff and contractors in the event of a hurricane.



*Peace Mound Park avails residents of the ability to be surrounded by serenity.*





*Spending time outside reminds us of our unique place in the world. A connection to nature. It starts in parks.*

## Weston Always On... Parks and Recreation

*Depending on what you are looking for, Weston's 14 park and recreational facilities most likely provides it.*

Depending on what you are looking for, Weston's 14 park and recreational facilities most likely provides it.

Looking for league or recreational sports? [We have that.](#)  
Over 7,000 sports league participants play, train and compete on city fields.

Looking for a quiet retreat? [We have that.](#)

In search of natural habitats? [We have that.](#)

Looking for quality playgrounds? [We have that.](#)

Want a safe place to jog? [We have that.](#)

We have all this and much, much, more. Access to city parks is free of charge and open seven days a week - not only great value, but great for you too.

The city of Weston has long held to the position that parks are an essential service, no different than police, fire, or public works, and never more than in today's economic climate, has that position shown to be true. Parks provide a number of sustainability components for communities, including environmental, economic and social sustainability. A master planned community, Weston provides a park just around the corner from anywhere you live and we welcome you to enjoy some of the finest park facilities in the state.





*Efficiency is doing better  
what is already being done.*

Peter Drucker



## Weston Always On... Public Works

*In FY 2009, the 16 personnel that comprise our Public Works Department oversaw the completion of several major projects that were essential for flood control within the city.*

Within the Bonaventure Development District, two new pump station facilities replaced two, 30-40 year old storwater pump stations. These stations transfer water from the district's closed canal system to the SFWMD's North New River Canal and provide flood control for the properties located in the Bonaventure basin area. The pumps are housed in new storm tolerant buildings to protect the engines, generator and ancillary equipment.

Greatly benefitting the residents within the district, over \$2 million in grant funding from the federal government and the South Florida Water Management District assisted in paying for this multi-million dollar project, resulting in **no cost** to the District's residents.

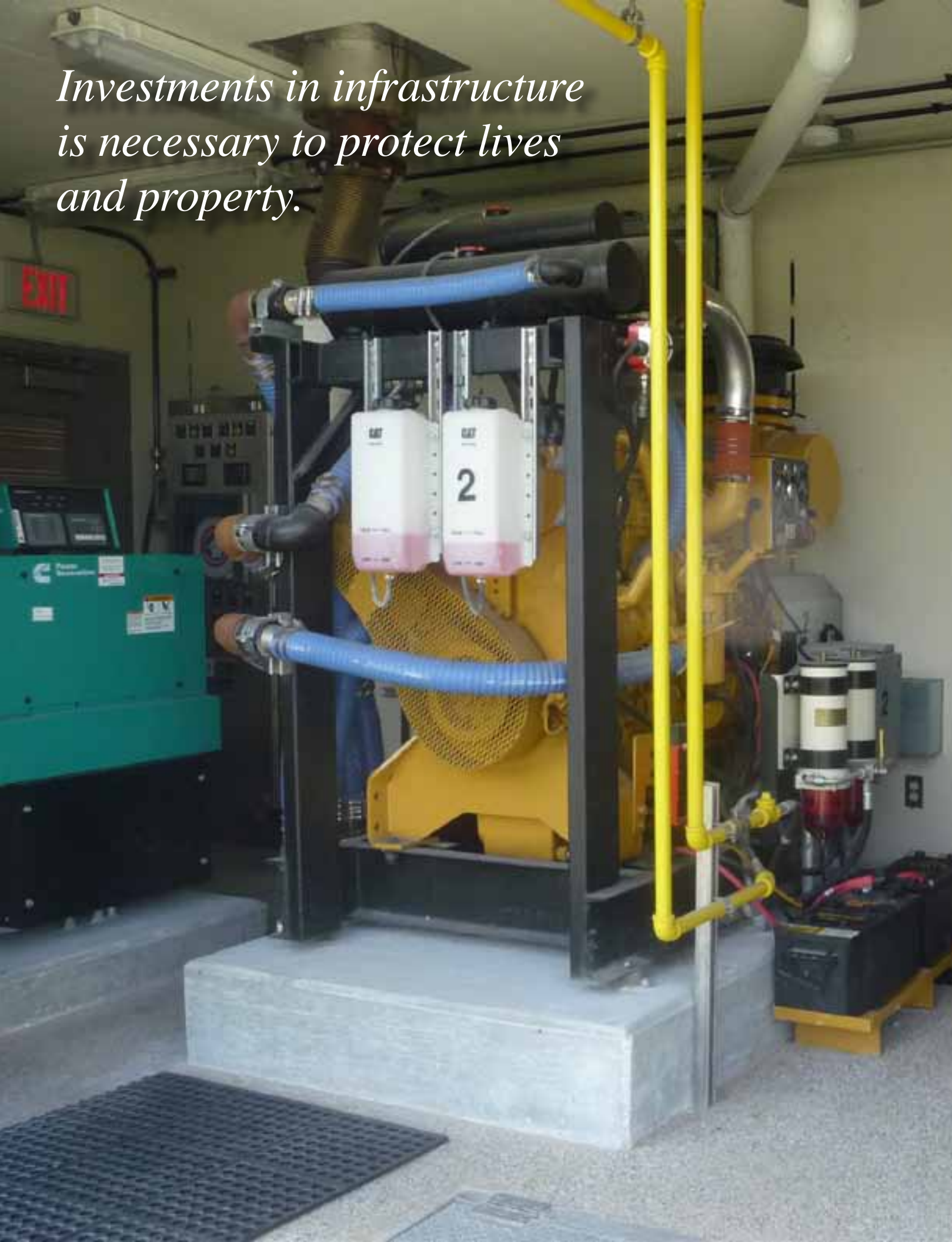
Our Public Works and Engineering Departments also began a multi-year master lift station rehabilitation in the Indian Trace Development District (ITDD). Phase I included the evaluation of all 69 lift stations in ITDD and the city will be contracting for upgrades and repairs during the next budget year. Also in the ITDD, two

backup pump replacements at a major station were installed. These new, natural gas pumps will help to thwart any failures that may occur with our current pumps to prevent disruption of services to our residents with our lake level controls.

Public Works also implemented the "Single Stream" recycling system, whereby residential recycling in Weston is easier than ever. All recyclables go into one bin. As the educational campaign for this program stated... "It's Just That Easy". Recycling statistics in Weston bear out that fact as well. Weston was ranked the number one recycling community countywide, with recycling efforts that collected 3,419 tons of recyclables. In our annual Broward County Household Hazardous Waste and Electronics recycling event held at the Weston Public Works Services Center, 629 participants turned out, bringing 52,890 pounds of recyclables in a 7 hour period, with over 50% being electronic recycling. Once again, Weston hit the number one ranking countywide. The 2009 recycling event resulted in 1,345 pounds of lead being removed from the waste stream.



*Investments in infrastructure  
is necessary to protect lives  
and property.*



## Weston Always On... Public Works

*Weston was ranked the number one recycling community countywide, with recycling efforts that collected 3,419 tons of recyclables.*

### Proactive and Responsive

On May 1, 2009, due to the 2-year efforts of our Public Works and Development Services staffs, the City was accepted as a participant in the National Flood Insurance Program Community Rating System, receiving a Class 8 Rating. **This qualifies properties in Weston for a 10% discount on flood insurance.**

Another example of proactive actions that oftentimes go unnoticed, but are essential in a time of crisis, are the city's emergency preparedness efforts. Thankfully South Florida was hurricane free this year, but preparedness continued with the preparation and distribution of

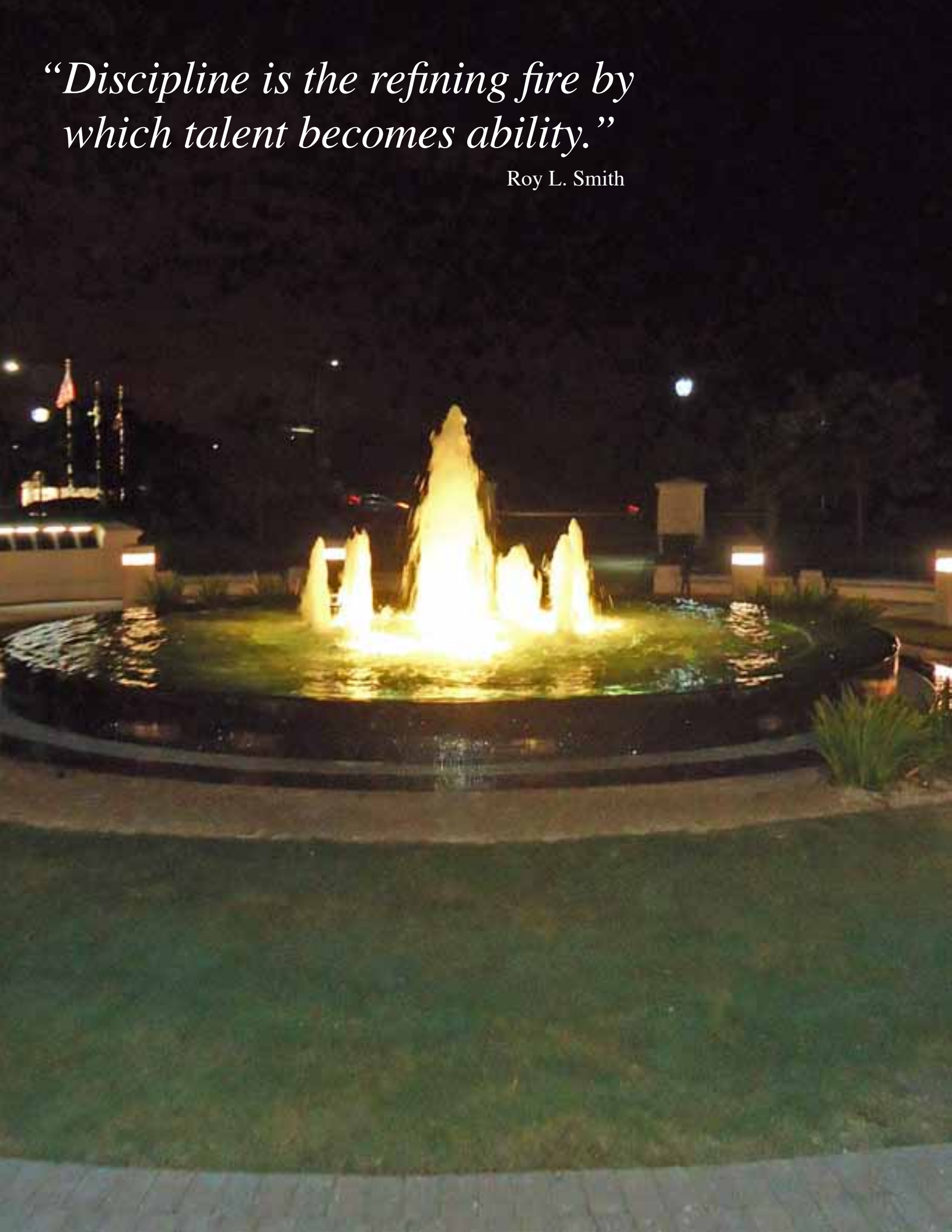
the City's annual Disaster Preparedness Plan and associated training and emergency response certifications, credentialing and state and county requirements, along with generator testing, tree trimming and other mitigation measures taken to reduce losses in the event of a storm. Below you can view the maintenance efforts that our staff carries out year round. Public works crews responded to over 400 after hour's calls for water or sewer service in FY 2009, ensuring residents can count on always having essential services.





*“Discipline is the refining fire by which talent becomes ability.”*

Roy L. Smith



## Weston Always On... Landscaping

*A significant part of Weston’s appeal is its visual appearance. The Landscaping division maintains this lush appearance that is both aesthetically pleasing, functional, and provides an economic value.*

A significant part of Weston’s appeal is its visual appearance. The Landscaping division maintains this lush appearance that is both aesthetically pleasing, functional, and provides an economic value. In 2009, a secondary buffer was added to over 50% of the city’s hedges along arterial roadways. These buffers provide a visual and auditory sound barrier between residential and commercial properties. Also, a second tier of plant materials was added to the medians along Saddle Club Road and Bonaventure Boulevard.

### **Additional projects included:**

- Landscaping on the west side of Bonaventure Blvd from Royal Palm Blvd to South Post Road being restored upon the completion of a fiber optic installation project to connect city buildings.
- A city owned parcel of land located in the Bonaventure section of Weston was landscaped

with 90% native materials, after the removal of invasive exotic plant materials, to provide for a healthy, non-invasive, low-maintenance, low water use landscape. Also included in this project was the reshaping of the berm in the Bonaventure Development District to aid in directing stormwater runoff and to create a visual entryway to the city at this location off State Road 84.

Citywide, the landscaping division has placed a self-imposed restriction of watering only one day per week for six months of the year (versus the 2-days per week permitted by law). This resulted in a 40% reduction in water usage. Crews “weaned” landscaping materials and grasses off of the water use gradually so as not to have a negative impact on not only appearance, but the health and viability of the plant materials, maintaining Weston’s lush look while saving water and costs.



*Multitiered landscaping provides both privacy for communities and aesthetic appeal along sidewalks and roadways*

## Weston Always On... Landscaping

*Weston's hallmark appearance adds to its unique quality of life for those living and working here.*

### **Prevention and Maintenance**

The pristine citywide appearance and success of our landscape installations is owed in great part to strategic planning and maintenance, which is at the forefront of the Landscape Department's daily, weekly and monthly activities.

The look of Weston brings people in, and then keeps them here. Weston's hallmark appearance adds to its unique quality of life for those living and working here.







*“Action is the foundational key to all success.”*

Anthony Robbins

## Weston Always On... Development and Capital Improvement

*The City had over 16 grant applications submitted or in process of application for FY 2009 in the areas of transportation, public safety, utilities and parks, ranging in award amounts from \$90,000 to over \$3 million.*

Capital Project spending in 2009 was limited to major projects which had been previously approved and funded, many of which received grant funding awards, previously accepted by the City Commission.

The City had over 16 grant applications submitted or in process of application for FY 2009 in the areas of transportation, public safety, utilities and parks, ranging in award amounts from \$90,000 to over \$3 million.

### Capital Projects:

- Completion of the construction on two new stormwater pump stations in the Bonaventure Development District
- Initiated replacement of two backup pump replacements in the Indian Trace Development District
- Began multi-year master lift station rehabilitation project

- Completion of Tequesta Trace Park Improvements, including new entry, storage facility, renovation of stadium football field, and parking upgrades
- Completed installation of a fiber optic ring to electronically connect major city facilities
- Installed WiFi at Library Park
- Completed construction of the Manatee Isles Drive Improvements Project
- Initiated construction of Weston Road Bus Stop Shelters

Our Building, Planning, Zoning and Engineering professionals strive to ease the application processes whether it be a homeowner applicant or a contractor, guiding them through the permitting process for new construction, remodeling or additions.







*“The art of communication is  
the language of leadership.”*

James C. Humes

## Weston Always On... Communications

*Newsday Tuesday provides topical weekly news articles and information, all accessible anytime, anywhere.*

This year we completed a comprehensive redesign of the city website. The site is fresh, current and user friendly, providing even more information at the fingertips of residents and visitors. On the homepage, residents will find our new *Newsday Tuesday* feature. This has effectively taken the place of the quarterly printed newsletter, saving over \$100,000 annually. *Newsday Tuesday* provides topical weekly news articles and information, all accessible anytime, anywhere.

We have a *Happening Now* feature, also on the homepage, providing up-to-the-minute daily information on events, occurrences, programs and happenings of importance or interest to our community that can be quickly and easily scanned for easy access to timely information.

In 2009, the City launched its Twitter account, aimed at the more “connected” demographic, providing information literally as it occurs, on traffic and public safety incidents and tweets on upcoming events and

information. Anyone interested can join from our city website homepage or go to [www.twitter.com/cityofweston](http://www.twitter.com/cityofweston) and start receiving your Weston Tweets today...

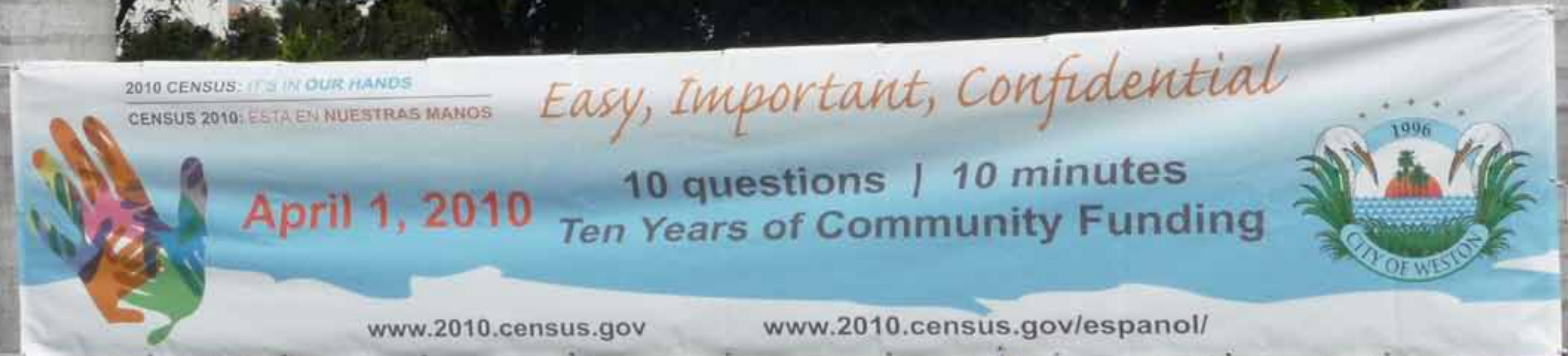
Our other media avenues providing information to our community:

- WTV is the city’s government access cable television channel and displays information on city services, programs and events, as well as Public Service Videos created by the city and other governmental agencies and partnerships to further education and inform our public.
- Our City Hall email is a convenient way to send in your inquiry or request anytime you think about it.
- If you find yourself driving around Weston doing errands or dropping the kids off at practice or school, tune into 1680AM for 10 minutes and get all the latest information on city events and upcoming registrations and happenings.



*“To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.”*

Anthony Robbins







## Weston Always On... Communications

*The final 2010 Census Mail Participation Rates showed that Weston's participation rate of 81% exceeded the National rate (74%), the state of Florida rate (74%); and was ranked #3 out of 31 municipalities in the County.*

Another major initiative undertaken in 2009 was a citywide educational campaign for Census 2010. City staff were members and active participants of the Broward County Complete Count Committee and the Countywide Coordination Subcommittee which began in 2008.

The results of Weston's extensive educational campaign helped to produce a resident response that has been quantified:

The final Census Mail Participation Rates showed that Weston's participation rate of 81% exceeded the National

rate (74%), the state of Florida rate (74%); and was ranked #3 out of 31 municipalities in the County.

Weston's mail participation rate increased 5% over our 2000 response rate, notwithstanding a 12,411 person increase in population since that census, and a heavily Hispanic/Latin population that is historically more difficult to enumerate.

**The success of the 2010 Census campaign is truly a testament to the residents of our community.**





# Weston Always On...

## Finances

*The following pages will provide residents with a summarized view of the city's financial position from the audited financial statements.*

In 2009, the Financial Services Department developed the 2018 Strategic Value and Business Plan, revised the 2018 Capital Projects Plan, and created the first-ever Capital Maintenance Plan for the city. They implemented purchase order and fixed asset financial management modules into the city's financial accounting software, developed revised Financial Services Administrative Policies and integrated the Business Tax Receipt division into Financial Services.

### City Profile and Factors Affecting Financial Condition

#### FINANCIAL HIGHLIGHTS

- The City of Weston's net assets ("what it owns minus what it owes") at the close of the Fiscal Year are \$319.96 million. Of this amount, \$232 million are invested in capital assets such as land, buildings and equipment or cash restricted for future commitments.
- As of the close of the Fiscal Year, the City of Weston's governmental funds reported a combined ending balance of \$82.83 million. Approximately 56.84% of that amount, or \$47.08 million, is categorized as unreserved and undesignated in the City's General Fund. This amount is intended to be used by the City Commission to provide immediate response to emergency or disaster events such as hurricanes.

- The City of Weston's total outstanding debt decreased by \$3.68 million to \$17.04 million as a result of scheduled principal payments. The City increased its debt by \$10.90 million in the previous year to fund the purchase of new fire and rescue vehicles, new stormwater drainage pumps in the Bonaventure area and roadway improvements along Manatee Isles Drive.

#### FINANCIAL ANALYSIS

The General Fund is the chief operating fund of the City of Weston and supports activities such as law enforcement, emergency medical services, and parks & recreation. At the end of Fiscal Year 2009, total fund balance reached \$54.11 million, with \$444,010 of that reserved for future commitments, \$5.59 million designated for future projects and maintenance, and the remainder is intended to be used to fund response(s) to emergency or disaster events. These funds are vital to the City's ability to respond with additional public safety resources during an event, cleanup any damage or debris immediately after an event, and restore City infrastructure – such as parks, roads, bridges and buildings – shortly after an event. This balance must be enough to support the City until federal or state authorities begin allocating funds to support or reimburse local governments after an event.

# Weston Always On...

## Finances

*These financials are but a snapshot of the Finance department which provides a wide range of services and functions essential to the city's daily operations.*

#### EXPENDITURES

- Overall General Fund expenditures increased by 0.98% to \$33.45 million.
- Public safety expenditures rose 8.16% to \$15.73 million reflecting contractual increases associated with actual costs of services.
- Parks & recreation expenditures increased by 3.62% to \$6.38 million due to contractual increases associated with actual costs of services and renovations to the parks to be more handicap-accessible.

#### REVENUES

- Overall General Fund revenues increased by 3.10% to \$36.05 million.
- Tax revenues such as property taxes, franchise taxes and utility taxes increased by 10.3% to \$27.08 million offset against a 13.86% decrease in all other General Fund revenues.
- Intergovernmental revenues, such as sales taxes and other state shared revenues, decreased by 14.98% or \$719,000 as a result of the slowing economy.
- Investment Income decreased by 12.59% or \$296,000 due to reinvestments at lower interest rates.

The remaining governmental funds of the City, excluding the General Fund, account for operations

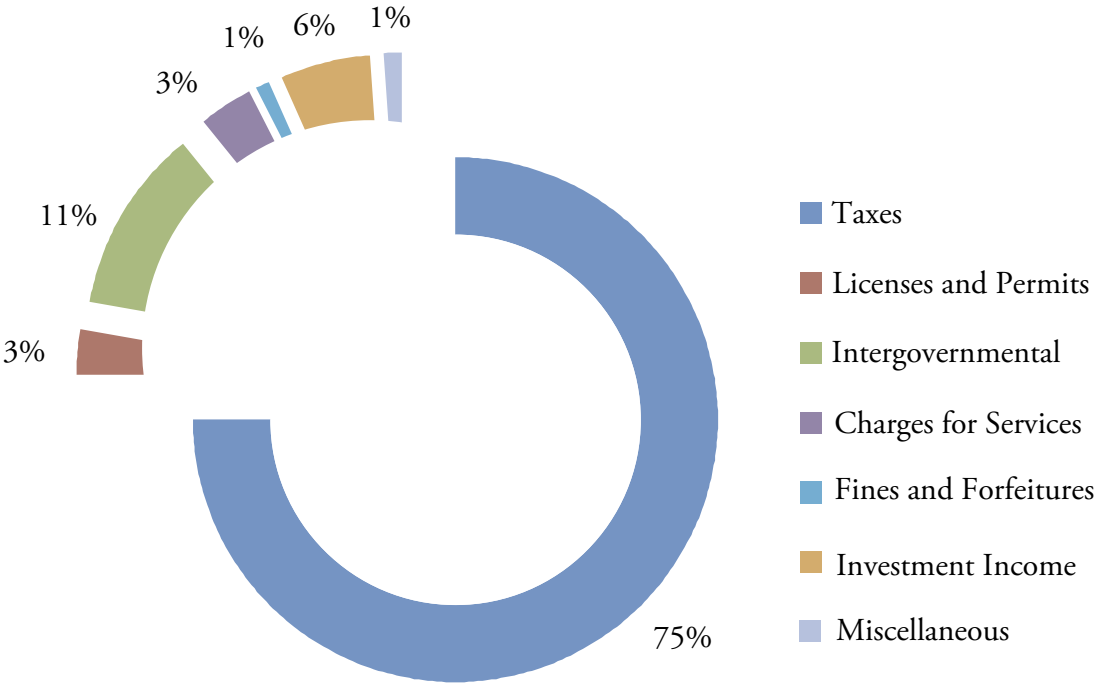
that have revenues and balances that must be used for specific purposes. The largest four of these funds are: the Bonaventure Development District funds which collect the Bonaventure Special Assessment and allocate the funds to costs in the Bonaventure area; the Indian Trace Development District funds which collect the Indian Trace Special Assessment and allocate the funds to costs in the Indian Trace area; the Fire Services Fund which collects the Fire Assessment to fund the City's Fire Protection and Prevention Services and a portion of the costs of maintaining the City's three fire stations; and the Capital Projects Fund – Infrastructure which collects debt proceeds and pledged utility tax revenues to fund capital projects and to make annual debt payments respectively.

Together, these four funds hold \$26.29 million or 88.50% of the total governmental funds' balance, excluding the General Fund. Their expenditures exceeded revenues by \$2.93 million, with \$2.57 million representing the liability incurred for the roadway improvements along Manatee Isles Drive.

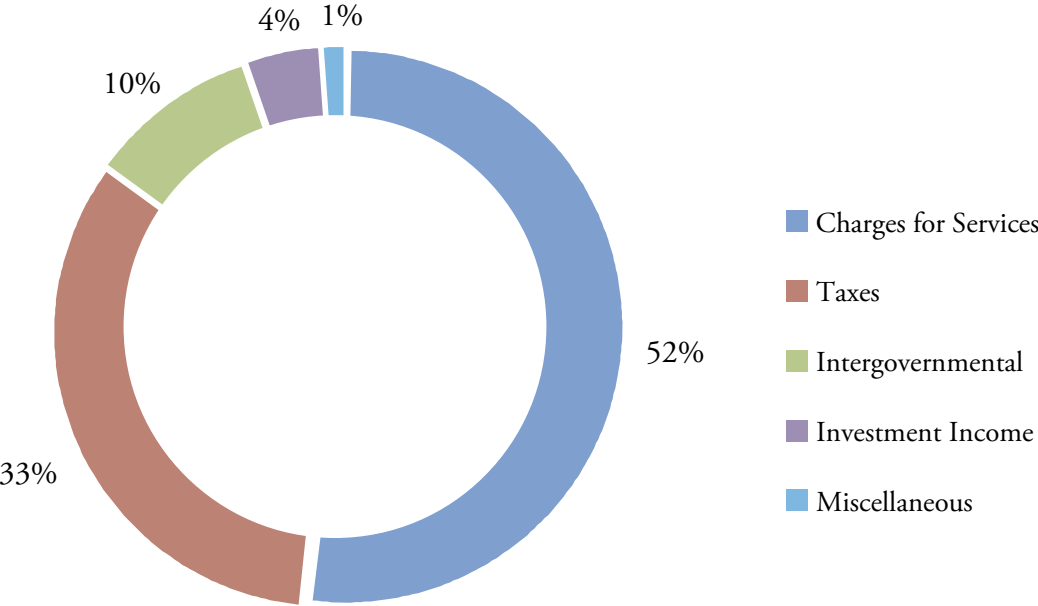
The City's financial statements were audited by an independent, licensed and certified Accounting firm as provided for under Florida Law, utilizing GAAP – Generally Accepted Accounting Principles.



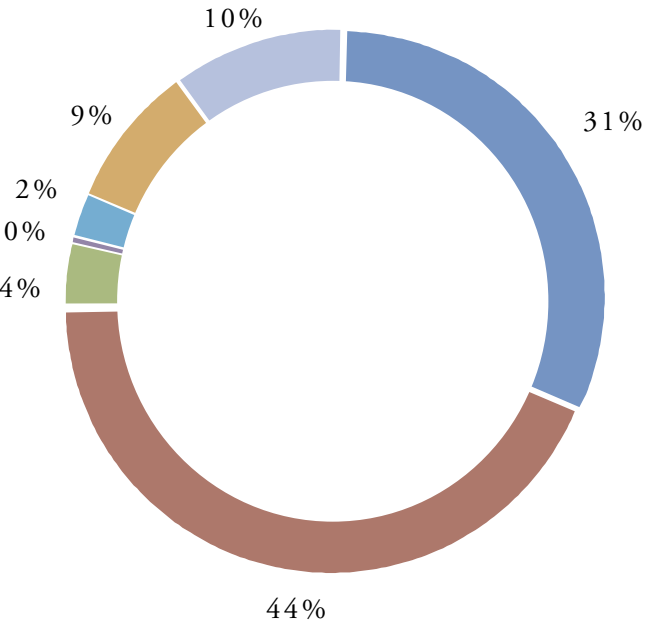
General Fund  
Fiscal Year 2009 Revenues



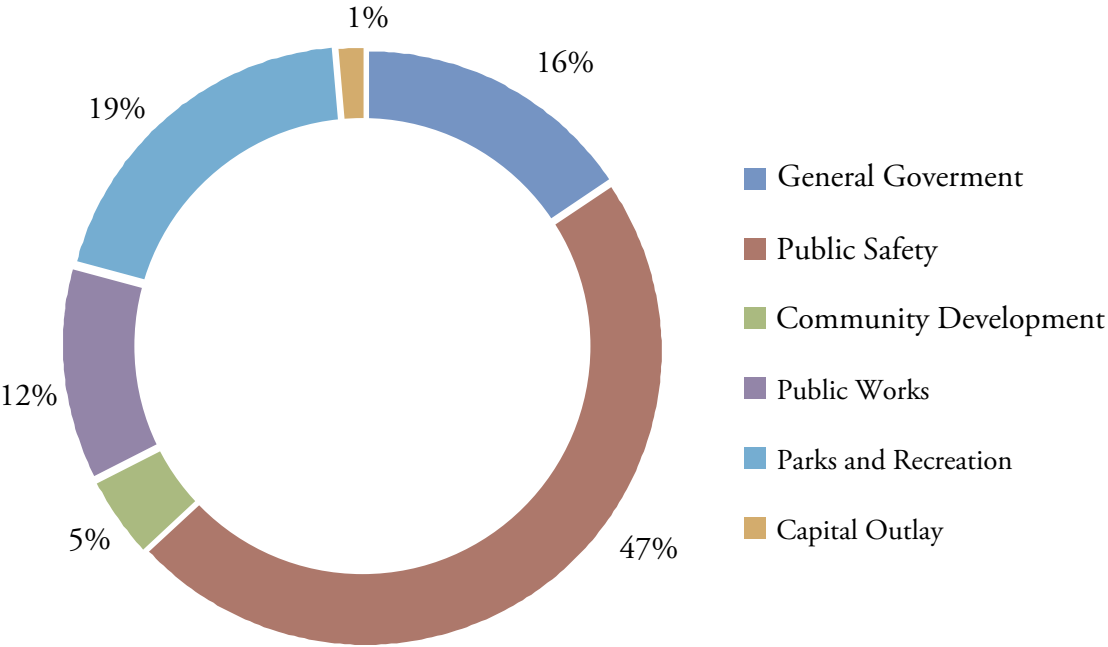
All Funds  
Fiscal Year 2009 Revenues



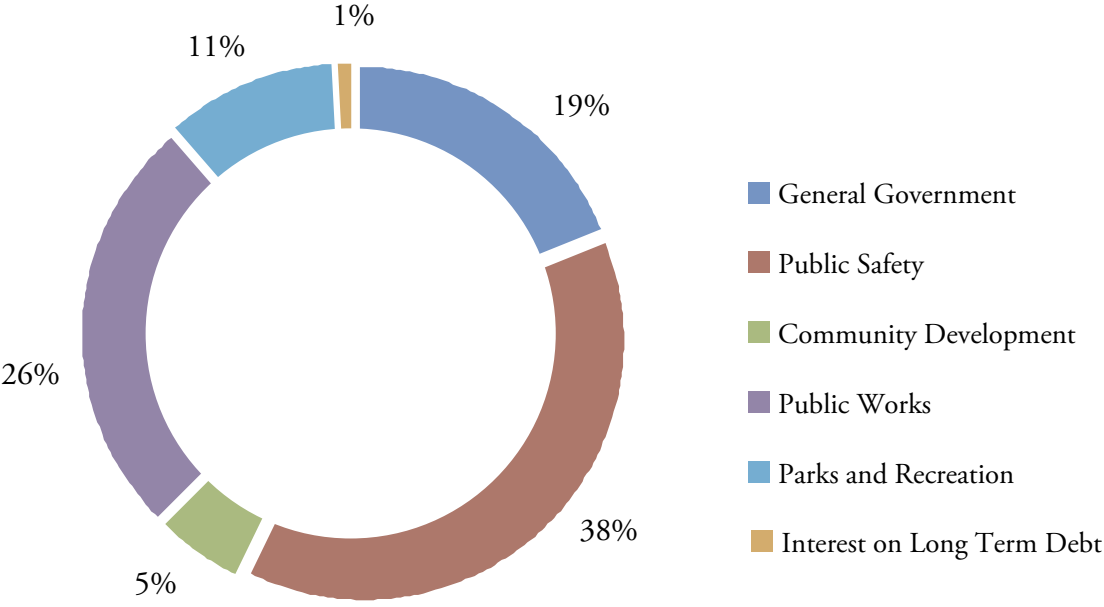
Fiscal Year 2010 Milage Rate



Fiscal Year 2009 Expenditures



Fiscal Year 2009 Expenditures



- Broward County
- Broward School Board
- South Florida Water Management District
- Florida Inland Navigation District
- Children's Services Council
- Hospital District Average
- Weston



# Weston Always On... Finances

*The City's Budget and Comprehensive Annual Financial Report is available on the city website at: <http://www.westonfl.org/Departments/Finance/FinancialReports.aspx>*

## **FINANCIAL SNAPSHOT**

The audited financial summary depicted in these pages provides but a snapshot of Weston's progress in providing the financial resources that enable the achievement of our long-term community service and management objectives, through strong and prudent management. The City's Budget and Comprehensive Annual Financial Report is available on the city website at: <http://www.westonfl.org/Departments/Finance/FinancialReports.aspx>

## **ACKNOWLEDGEMENTS**

Our achievements throughout the year could not have been accomplished without the dedicated and efficient services of the many contract professionals and volunteer organizations of the City of Weston. We wish to recognize here and thank our primary service providers and partnerships.

## **CONTRACT PROFESSIONALS**

- All Service Refuse

- Broward County Sheriff's Office – Department of Law Enforcement
- Broward County Sheriff's Office – Department of Fire Rescue and Emergency Services
- Calvin, Giordano and Associates, Inc.
- C.A.P. Government, Inc.
- Municipal Technologies, LLC
- Weiss, Serota, Helfman, Pastoriza, Cole & Boniske, P.L.

## **PARTNERSHIPS**

- Weston Sports Alliance
- Arts Council of Greater Weston
- YMCA

We wish to express our appreciation to all those who assisted and contributed to the preparation of this report. The City Commission is thanked for their dedication to our community and their interest and support in planning and conducting the operations of the City in a responsible and progressive manner.

